

**SECRET**

DD / S R E G I S T R Y

FILE 84X1

DD/S 64-4707

21 SEP 1964

**MEMORANDUM FOR: Assistant Deputy Director for Plans****Tom:**

You will recall suggesting just before I went on leave that we explore the feasibility of publishing regulations in batches semiannually. In looking into this, I find that during 1963 we sent 960 typewritten pages to the printer for letterpress reproduction and there were 66 pages of instructions to explain the changes being processed. This would mean that we would have 33 pages of instructions alone every six months to explain the changes in 480 pages of regulatory material. I think you can see the problems that we would encounter if we were to hold everything and submit it for coordination in a package of this size. Even if it were feasible for the editorial staff to review this much material at one time and ensure that all of the most recent changes had been accurately incorporated, the people whom we must ask to coordinate would literally have to drop everything else and devote full time for several days to reviewing regulations. Some of the changes would almost invariably be out of date before the coordination process could be completed.

Most of the regulations we issue should not be held up and many of them cannot be delayed for a period of months. Examples of some of these we have processed recently are the regulations changing the policy on vehicles and transportation allowances, the housing regulations, and the travel regulations. If we issued policy and procedure only twice a year, we would never have a current set of regulations and, worse, we would never know which regulations might be current and which might not.

I would like to consider this question closed, but if you feel it is worth trying we might run an experiment with the cooperation of your publications control people during the next several months.

Signed

**L. K. White**  
**Deputy Director**  
**for Support**

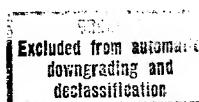
SA-DD/S:RHW:nft (1 Sept 64)

Distribution:

Orig - Adse

✓ 1 - DD/S Subject

1 - DD/S Chrono

1 - *Thermo* RCS/DDS**SECRET**

**CONFIDENTIAL**

Approved For Release 2002/08/15 : CIA-RDP84-00780R000500060001-2  
Colonel White:

You asked that we have ready for you when you returned a summary of the pros and cons relating to [redacted] suggestion that regulations be processed in batches semiannually.

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I have not been able to come up with anything to support this idea nor, off the record, has [redacted] from whom I solicited arguments. Joe says he thinks this must have been something [redacted] mentioned to [redacted] quite some time ago which was noted by Mr. K at that time but not raised with you until several months later. He believes now that [redacted] has since been persuaded that the idea is not practical. Unfortunately, I don't see how we can use this background in discussing the question with [redacted]

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Some of the cons are:

a. During 1963 we sent 960 typewritten pages to the printer for letter press reproduction. This would mean processing 480 pages twice a year. If we were to hold a package for six months and submit it for coordination in this volume, we would have to expect coordinators to drop everything else they are doing for several weeks in order to get them processed; and it seems doubtful that we would ever get anything coordinated. If, on the other hand, we coordinate as we go and only hold the printing for release twice a year, the burden on the printers would be intolerable. It would also impose an intolerable burden upon the editorial staff to check and cross check and ensure that everything is current as well as fully coordinated before release to the printer.

b. During 1963 there were 66 instruction sheets to explain the changes being processed. This would mean that we would process 33 pages of instructions alone every six months.

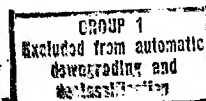
c. Using this system we would never have a current set of regulations and, worse, there would be no way of telling whether or not they are current at any given time.

d. Most of the regulations we issue cannot or should not be held up. Examples of some of these we have processed recently are the regulations changing the policy on vehicles and transportation allowances; the housing regulations; and the travel regulations.

There are other arguments having to do with mechanics and details which would refute the idea of semiannual production, but I haven't made any attempt to marshall them because it seems to me the arguments quoted above should be sufficiently persuasive. Attached is a memo to Tom for your signature in case you want to deal with this matter separately without waiting to discuss with him the other questions he raised at the same time.

*RHW*  
RHW

**CONFIDENTIAL**



2 DEC 1964

**MEMORANDUM FOR:** Director of Communications  
Director of Medical Services  
Director of Finance  
Director of Logistics  
Director of Personnel  
Director of Security  
Director of Training

**SUBJECT:** Compliance with Established Deadlines

1. When tasks are assigned to individual Support Offices, it is customary and appropriate to establish a reporting deadline. Such deadlines are intended to ensure timely action and to permit efficient allocation of priorities and work loads. Failure to meet an established deadline or the last minute completion of an inadequately prepared response is indicative of some organizational or procedural defect requiring prompt remedial action.

2. In order uniformly to meet our responsibilities with respect to deadlines, each Support Office Head will institute and maintain such procedures as are necessary to ensure that deadlines established by the Office of the Director or the Office of the Deputy Director for Support on action requested, either orally or in writing, are strictly adhered to. An extension is to be requested only for the most compelling reasons. Where no deadline is set by the Office of the Director or the Office of the Deputy Director for Support, the Office Head will establish a realistic deadline, advise the Office of the Deputy Director for Support and ensure that the deadline is met.

3. It is my aim that my immediate staff should be of maximum assistance to you. To this end, they will endeavor to be available at any time for consultation, advice and assistance.

4. It is essential that completed staff work representing the best effort of the office concerned, normally including a review by the Office Head, be received in the requesting office before the indicated deadline.

/s/ L. K. White

L. K. White  
Deputy Director  
for Support

SA-DD/S:RJP:RHW:nfa (1 Dec 64)

Distribution:

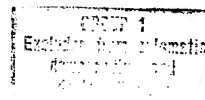
Orig - D/CO

1 - ea following addressee

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**CONFIDENTIAL**



TRANSMIT TO: 20895		DATE 1 December 1964
TO: Colonel White via Mr. Bannerman		
ROOM NO.	BUILDING	
REMARKS:		
<p>Recommend <u>seven</u> signatures.</p> <p style="text-align: right;"><i>RHW</i> RHW</p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

STAT

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

☆ GPO : 1957—O-439445

(47)

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For your information. This was handed  
to each DD/S Office Head at my staff meeting at  
0830 this morning.

*Noted "Good" by  
DDC1 11/28/63*



L. K. White

*Noted noted from meeting  
LBN  
8  
file v.t.*

\_\_\_\_\_  
(DATE)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

(47)

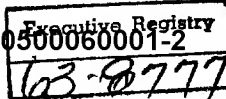
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C O P Y

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25 November 1963

DD/S 63-5008  
FILE *Om*

MEMORANDUM FOR: Director of Communications  
Director of Logistics  
Director of Personnel  
Director of Security  
Director of Training  
Chief, Medical Staff

SUBJECT : Actions of Interest to the Office of the Director

1. Each DD/S Office Head will furnish DD/S as soon as possible but in no case later than 1000 hours, Tuesday, 26 November 1963, a memorandum listing all actions for which his Office has any responsibility and in which the O-DCI or O-DD/S either has or should have a particular or special interest. The memorandum will contain a brief status or progress report on each item listed with an estimated date of completion where appropriate and an indication of any action which needs to be taken by anyone outside of the Office, including O-DD/S and/or O-DCI, to ensure completion in a minimum of time.

2. Effective immediately any action in which the O-DCI has a particular or special interest, as distinguished from day-to-day routine, will be given the highest priority attention by DD/S components. Office Heads will establish procedures to ensure that they are personally aware of any such interest communicated to their Offices and, insofar as it is within the competence of their respective offices to do so, that action including appropriate coordination is completed in a minimum of time. They will also ensure that O-DD/S is aware of any such O-DCI interest and that O-DD/S is kept fully informed of all communications with the O-DCI, either oral or written.

3. Deadlines established by O-DCI or O-DD/S on action requested, either orally or in writing, will be strictly adhered to with extension requested only for the most compelling reasons. Where no deadline has been established by O-DCI or O-DD/S, the Office Head will establish a realistic deadline consistent with these principles of speed of action, advise O-DD/S and ensure that the deadline is met.

4. It is my aim and that of my immediate staff to be of maximum assistance to DD/S Office Heads and to this end we will endeavor to be available for maximum consultation, advice, and assistance to include, in the interest of speed or

ADMINISTRATIVE - INTERNAL USE ONLY



economy of time, the review of draft papers. However, such drafts when submitted for preliminary consideration should represent the best efforts of the Office concerned which normally should include a review by the Office Head. I am aware of the heavy and increasing workload which Support services are carrying with restricted budgets and personnel ceilings. However I cannot accept this as an excuse for any failures to comply with the intent and spirit of this memorandum. We are all here to serve the Director who is in the final analysis responsible for all that we do. If our staffs are not now organized to provide this kind of service and completed staff work, reorganization is already overdue.

/s/

L. K. White  
Deputy Director  
for Support

DD/S:LKW:maq(24 Nov 63)

Dist:

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1 - Ea following addressee

1 - DD/S Subject

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*1 Thermo - D/PERS 3/5/64*

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Executive Registry

Approved For Release 2002/08/15 : CIA-RDP84-00780R000500060001-2

82-8807

DD/S 63-5044

27 NOV 1963

DD/S REGISTRY  
FILE *DLML*

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Inventory of Actions of Interest to the Office of  
the Director

1. The attached list represents the major action items for which DD/S offices have a responsibility and in which the Office of the Director has a particular interest. It includes some items in which O-DCI has not formally expressed an interest but of which we think you should be aware. I have not listed actions or activities of a routine or recurring nature which are current and the status of which is known in the Director's office.

2. Steps have been taken to have appropriate action on the items in the attached list concluded as soon as possible.



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L. K. White  
Deputy Director  
for Support

Attachment

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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Action Item

Status

Action Required

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Reduction in Workload or Increase in Funds  
for Printing Services Division/OL

At the present rate of production PSD is short approximately \$350,000 of funds required in the current fiscal year. A committee has been appointed to review printing requirements to determine if the printing workload can be reduced.

To the extent the printing workload cannot be reduced by the equivalent of \$350,000 in costs it will be necessary to obtain funds from the Comptroller or arbitrary reduction in the workload must be accomplished by 31 December 1963.

Need for Additional Funds for Logistics  
in Addition to Printing Services Division  
Requirements

Logistics submitted a report on the need for \$743,000 in additional funds in FY 64 to the Comptroller on 10 September 1963. OL must plan curtailment in services and support to the extent that these funds are not made available.

FP&BC to determine what funds can be made available to Logistics in order that OL can plan the proper course of action.

Air Conditioning - Headquarters  
Building

GSA has identified four general problem areas. Definitive studies of corrective action required have been completed on two of these general areas.

GSA to conduct definitive studies of the two additional general problem areas and contract for the necessary corrective action.

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Action Item

Status

Action Required

Proposed Building for Printing Services  
Division at Langley

A building at Langley centralizing printing services would greatly improve efficiency in this field. We believe that such a building could be constructed using the \$1,730,000 left over from the construction of the headquarters building if these funds are approved by the Bureau of the Budget and our committees for this purpose.

DCI to determine whether steps should be taken to seek Bureau of the Budget and Congressional committee approval to use the funds left over from the construction of the headquarters building to construct a printing services building.

Downtown Office Space

We have pressed the GSA to locate approximately 500,000 square feet of office space in Washington in order to provide space required by expansion and in order to vacate the several buildings in the metropolitan area now occupied by the Agency. GSA does not wish to take this matter before their Appropriations Committee and has asked instead that the Agency pay the rent during the term of the lease.

We are ready to discuss with the Comptroller and Bureau of the Budget the financing of this undertaking and this must be completed before further action can be taken.

Incentive Contracting

Policy approval has been obtained from O-DCI to negotiate where possible incentive contracts for procurement of services, materiel and possibly Research and Development.

Logistics will initiate a program of incentive contracting in the negotiation of new contracts which are susceptible to the incentive method.

Early Retirement Legislation

Passed by the House. Awaiting action by the Senate Armed Services Committee.

Coordination of cost estimates with the CSC. One meeting has been held. Meetings scheduled for 22 and 25 November canceled; to be rescheduled.

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Action Item

Approved For Release 2002/08/15 : CIA-RDP84-00780R000500060001-2

Action Required

<u>Action Item</u>	<u>Status</u>	<u>Action Required</u>
Integration of Personnel Information	Phase I completed. Phase II scheduled for completion by 1 December.	Follow-up as necessary to ensure timely completion.
Evaluation Form for Supervisors	A special form to be used in recording evaluations of the performance of supervisory responsibilities is being drafted.	Scheduled for completion by 11 December.
Lecture(s) on Supervision	The Executive Director has requested a list of topics be compiled for inclusion in a lecture or series of lectures for headquarters' supervisors.	The first rough listing is being refined and revised. Completion scheduled for mid-December.
Accessibility of Personnel Regulations	Arrangements are near completion for placing manuals of selected personnel regulations in the various branch libraries and announcing to employees that they may consult these regulations when they desire.	Follow through to completion.
Contract Employment in the United States	A survey is being made of the contract employees at headquarters [ ] to determine the current circumstances of their use.	Completion scheduled for 16 December.
Salaries of Summer Employees	A study is being made of the salaries to be paid to summer employees in 1964.	Recommendations to be ready by 15 December.
Employee Association	Proposed by-laws have been coordinated and are being prepared for discussion with the leaders of the present employees' recreation group.	It is expected that a Board of Directors for the new association can be elected by mid-December.

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Use of Negro Employees

As a follow-up to a statistical report on the use of negro employees, a small group of cases who apparently have not been assigned to positions commensurate with their education and training are being reviewed with the Career Service concerned. In addition, a study is being made of white employees who hold four-year degrees and have been in grade for four years or more to determine whether their use is consistent with their apparent qualifications.

It is expected that this project will be completed during February 1964.

Personnel Security Review

The Office of Security and the IG have completed a review of personnel security procedures in CIA.

Modification of regulatory issuances to increase emphasis on supervisory responsibilities, to standardize procedures for reporting employee absences, and to improve communications with persons returning from overseas assignment. Security indoctrination programs will be revised to ensure adequate coverage of the supervisory role in security. While proceeding with this action, we await from O-DCI assignment of the responsibility to implement IG recommendations.

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Action Item

Status

Action Required

Personnel Security Reviews --  
Community

All military and civilian employees of the Department of Defense assigned to NPIC are now being security investigated and processed in the same manner as CIA personnel.

The Director of Security is assisting the Department of Defense in its study of personnel security procedures being undertaken by the Assistant Secretary of Defense (Manpower).

Involuntary Separations

A draft revision [ ] Involuntary Separations, was submitted on 26 November 1963 for coordination by the major components of the Agency.

Coordination and publication. 25X1

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Damage Assessment of [ ]  
Case

Each Agency component originating documents possibly seen [ ] has been sent a list of such documents together with damage assessment forms and the review is now proceeding throughout the Agency. A preliminary damage assessment was reported on 20 November.

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Separate reports from the components will be received by the Office of Security which will integrate them and submit a final report to the Director on or about 1 January 1964.

Top Secret and Codeword  
Control

The Office of Security is coordinating an Agency-wide review of the procedures used for the handling and accountability of top secret and codeword materials. Questionnaires have been prepared and circulated to people having document control responsibilities and to selected users of the information involved.

When returned, the questionnaire will be tabulated and analyzed. Actual inspections of procedures must be completed before recommendations for changes can be made.

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Action Item	Status	Action Required
Control of Sanitization and Downgrading of Sensitive Intelligence	<p>The USB Security Committee has completed its review of the procedures for the sanitization and downgrading of COMINT and T-KH materials. A final report of the committee to the Board is now being coordinated with the SIGINT committee, the Committee on Overhead Reconnaissance, and the Guided Missile Astronautic Intelligence Committee of the USB. Completion of coordination action has been requested by 6 December. A working group of the COMOR Committee has been formed and has started a detailed review of the downgrading and sanitization procedures issued by COMOR. It is expected that this report will be completed within ninety days.</p>	<p>Reports will be submitted to USB as soon as studies are completed.</p>

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Action Item	Status	Action Required
Security Reindoctrination Program	The Security Reindoctrination Program designed to alert all Agency employees to the recent techniques and tactics of the opposition, particularly the Soviet Intelligence Service, to penetrate the Agency and emphasizing the security responsibility of the supervisor is now under construction.	Follow through to completion.
Bureau of the Budget Briefing	<p>The Office of Security has been advised by the Chief, Budget Division that the Bureau of the Budget will be interested in reviewing policy, personnel and budget aspects of security systems within CIA from "the standpoint of proliferation. "</p> <p>It is expected that the Bureau of the Budget will submit a list of questions to be answered by the Director of Security in briefing the Bureau of the Budget sometime during December.</p>	A Committee has been organized in the Office of Security to respond to the questions as soon as they are received.

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Status

Action Item

Action Required

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Integration of Employee Information  
Influencing Personnel Actions

By 24 October 1963, the Personnel Security Division had completed its review of all security files in the Agency and sent to the Office of Personnel Information relevant to purpose of records integration.

Continue the flow of information in the future.

Study of Industrial Security

The Office of Security will shortly conduct a comprehensive and long-range study of the security aspects of all relationships with contractors.

Complete the study.

Training Selection Board

Action Memorandum A-304 dated 24 October 1963 directed the establishment of a training selection board. A draft notice to establish the board has been prepared and is being reviewed.

Redraft and final editing for publication.

OTR Conducted Training

A review is to be conducted of all training not currently under OTR to determine the justification for its exclusion. (Memo to DD/S from ExDir dated 29 Oct 63, subj: )

We await assignment by O-DCI of responsibility for the conduct of the study.

OTR Staffing Problem

DD/S Memo to DDCI dated 3 July 1963 sent through Comptroller for concurrence requesting an increase of 96 positions in OTR ceiling, and a budget increase of \$500,000 in FY 64, and \$900,000 in FY 65.

Awaiting action by the Comptroller.

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CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	DDCI	12/3	HL
2	DD/S	12/28	WRT/g.
3			
4			
5			
6			
	ACTION	DIRECT REPLY	PREPARE REPLY
	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE
Remarks:			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Executive Director			3 Dec
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